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**Decent Work in Human Resources Management Perspective: A Questionnaire Proposal for the Portuguese Labor Context**

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**Abstract**

Responsible HRM dignifies work by being essential to create a balance in society that allows the integration of multiple stakeholders' interests, while respecting some ethical and sustainability principles, which are the foundations of organizations as social systems. The theoretical references that guide our research come from SHRM, the ILO's concept of decent work and the UN's 2030 Agenda for Sustainable Development. The main purpose of this work is to promote a reflection about decent work in a human resources management perspective in various economic fields in the Alentejo region, in Portugal. The general objective of this paper is to present a data collection instrument to understand perceptions about decent work, in a HRM perspective, in the context of the Portuguese labour reality, particularly in a set of relevant sectors in the Alentejo region, where the University of Évora is located. The challenge to design and apply this instrument resulted from a collaborative learning process involving a group of Master's students from the Human Resources specialization of the Management Master's Program of the University of Évora, in the academic year of 2023-2024. We develop an instrument to analyze the perception about decent work from a human resources management perspective using the scale provided by the decent work questionnaire (Ferraro, Pais, Santos & Moreira, 2018), featuring 31 items and an adaptation of the scale of organizational climate and human resources management policies developed by Rego et al (2004), with 20 items. The questionnaire uses a Likert scale of five points. To validate the content of the survey, a pretest was implemented in May 2025 to 17 professionals in human resources fields, after which we implemented the survey to several professionals using a snowball sample, in May and June 2024. To analyze the reliability and internal consistency of the questionnaire, we proceeded to apply the Cronbach's Alpha with the pretest participants. The global internal consistency of the instrument was very good, with a Cronbach's Alpha of 0,947, resulting of the 51 items' analysis. The main conclusions and proposed contributions are: the questionnaire has the required reliability for implementation; decent work needs be studied from a management perspective, in order to reach the business context, raising awareness to the matter and becoming more suitable for implementation by organizations; and (3) the application of the questionnaire to some industries allowed to develop a theoretical analysis of the topic and justify the relevance of the research.

**Keywords:** Decent work, Human Resources Management, ILO, DWI-HRM Questionnaire

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**MONETARY ECONOMICS AND BANKING I**

**Chair & Discussant:** Daniela Bragoli, *Università Cattolica*, Milano, Italy

**Room:** C201 & Zoom Room 3 (in-person)

**Comparative Analysis on Macroeconomic Effects of Monetary Policy across US, Japan and Euro Area after 2008**

**Jihye Ahn**

**Seoul National University, South Korea**

**Abstract**

This study examines the macroeconomic effects of monetary policy shocks by US Federal Reserve, Bank of Japan, and European Central Bank after 2008. We apply the time-varying VAR followed by Primiceri(2005) with Krippner's shadow short rates as unified indicator covering conventional and unconventional monetary policy. The key findings of this study are as follows. First, the Fed's contractionary monetary policy shocks cause output and price to decrease, but interest rates to increase, which is in line with theory. However, the monetary policy shocks of BOJ and ECB cause price and interest rates to increase, which represents that the responses of price indicate the price puzzle, but the output are not insignificantly responded. Second, according to the macroeconomic effects across the



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# DECENT WORK IN HUMAN RESOURCES MANAGEMENT PERSPECTIVE: A QUESTIONNAIRE PROPOSAL FOR THE PORTUGUESE LABOUR CONTEXT

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*The work is funded by national funds through FCT – Fundação para a Ciência e Tecnologia, I.P., in the framework of the UIDB/00758–CICP*

## THE PROBLEM WHICH MOTIVATED US

Responsible HRM signifies work by being essential to create a balance in society that allows the integration of multiple stakeholders' interests, while respecting some ethical and sustainability principles, which are the foundations of organizations as social systems.

The main purpose of this work is to promote a reflection about decent work in a human resources management perspective in various economic fields in the Alentejo region, in Portugal.

The general objective of this paper is to present a data collection instrument to understand perceptions about decent work, in a HRM perspective, in the context of the Portuguese labour reality, particularly in a set of relevant sectors in the Alentejo region, where the University of Évora is located.

## THE PROBLEM WHICH MOTIVATED US

The challenge to design and apply this instrument resulted from a collaborative learning process involving a group of Master's students from the Human Resources specialisation of the Management Master's Program of the University of Évora, in the academic year of 2023-2024.

(Phillipson et al., 2018; Scribner & Donaldson (2001).

## METHODOLOGY

We develop an instrument to analyse the perception about decent work from a human resources management perspective using the scale provided by the decent work questionnaire (Ferraro, Pais, Santos & Moreira, 2018), featuring 31 items and an adaptation of the scale of organisational climate and human resources management policies developed by Rego et al (2004), with 20 items. The questionnaire uses a Likert scale of five points.

## SOME REFERENCES ON THE BACKGROUND

The theoretical references that guide our research come from SHRM, the ILO's concept of decent work and the UN's 2030 Agenda for Sustainable Development.

Decent work is not an economic concept. Words like freedom, equity, security and human dignity all indicate that moral rather than economic values prevail in judging if work is decent. This implies that jobs that raise ethical concerns should motivate human resource management to evaluate the minimum standards of decent work (Greenwood, 2002).

Decent work is a relatively young concept, and researchers and policy-makers still debate about its definition and dimensions.

The two main theoretical foundations of decent work are outlined: stress theory and ethical HRM. Stress theory comes from the domain of health sciences and it shows the consequences of work to the physical, psychological and social well-being of working people. Ethical HRM theorizes how human resource professionals have an ethical responsibility to enhance the well-being of all workers.

## SOME REFERENCES ON THE BACKGROUND

The theoretical references that guide our research come from SHRM, the ILO's concept of decent work and the UN's 2030 Agenda for Sustainable Development.

The concept of decent work was proposed by the International Labor Organization in 1999 with the essence and scope of ensuring the rights of workers on a global scale. Decent work is an integrative concept that aims the promotion of social justice and sustainable development (Sobral et al., 2019).

Key to the development of international norms for “decent work” is the ILO *Decent Work Agenda*, a soft-law initiative adopted in 1999. The agenda proposes to focus the ILO's (1999) work around four strategic objectives or pillars: (a) rights at work, (b) fostering employment, (c) social protection, and (d) social dialogue. The ILO explains each of these four pillars as follows: 1. Rights at work; 2. Fostering employment; 3. Social protection; Social dialogue (Frey & MacNaughton, 2016).

The *Decent Work Agenda* was cemented into the core of ILO policies, when the ILO adopted the 2008 Declaration on Fair Globalization. The Declaration institutionalizes the *Decent Work Agenda* and its four pillars as the framework for all ILO work (ILO, 2008).

## FINAL REMARKS, CONTRIBUTIONS AND FUTURE RESEARCH

**The main conclusions and proposed contributions are:**

1. the questionnaire has the required reliability for implementation;
2. decent work needs be studied from a management perspective, in order to reach the business context, raising awareness to the matter and becoming more suitable for implementation by organisations;
3. the application of the questionnaire to some industries allowed to develop a theoretical analysis of the topic and justify the relevance of the research.

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